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CURRENT SERIAL RECORDS

# SEMINARS IN EXECUTIVE DEVELOPMENT

MICHIGAN STATE UNIVERSITY  
THE KELLOGG CENTER FOR CONTINUING EDUCATION  
EAST LANSING, MICHIGAN      SEPTEMBER 9-14, 1962



SEMINARS IN EXECUTIVE DEVELOPMENT  
East Lansing, Michigan  
September 9-14, 1962

UNITED STATES DEPARTMENT OF AGRICULTURE  
Office of Personnel



## TABLE OF CONTENTS

INTRODUCTION	5
Foreward	6
Acknowledgements	7
List of Participants	8
Program	10
Discussion Group Membership	14
DISCUSSION TOPICS	15
TOPIC I. A LOOK AT WORLD AGRICULTURE: COMPETITIVE AND COOPERATIVE ASPECTS	16
World Agriculture	17
Lawrence W. Witt	
International Movement of Cotton	20
Charles H. Barber	
TOPIC II. A LOOK AT THE NATION: A COMMUNITY OF SPECIAL INTERESTS	22
Domestic Programs for Economic Growth: Labor Viewpoint	23
Pat Greathouse	
Domestic Programs for Economic Growth: Agriculture Viewpoint	27
Harry C. Trelogan	
Domestic Programs for Economic Growth: Industry Viewpoint	30
Fred Cornish	
TOPIC III. A LOOK AT THE USDA: A COMMUNITY OF PROFESSIONALS	32
Organizational Change	33
Frank H. Spencer	
A Case "Area" Analysis	36
Lloyd H. Davis	
TOPIC IV. A LOOK AT MAN: WISDOM BEGINS IN THE MIND'S EYE	38
The Examined Life	39
John F. A. Taylor	
The Need of the Educated Man for an Understanding of Science	40
Floyd V. Monaghan	
Kinds of Vision: The Whole Man	43
Owen D. Brainard	
The Sacred and the Secular: One Perspective or Two?	47
J. Oliver Hall	
Interdisciplinary Concepts in Executive Development	49
Lawrence L. Quill	

EVALUATION	51
Individual Evaluation Comments	52
Tally of 31 Questionnaires	55
THREE POEMS	56
Frederick E. Carroll	
Introduction	57
Family Farm	58
"John Taylor"	59
At Week's End	60



## I N T R O D U C T I O N

## FOREWARD

This publication contains the highlights of the Seminar in Executive Development conducted at the Kellogg Center, Michigan State University, East Lansing, Michigan, September 9 - 14, 1962.

Three days of the Seminar were devoted to exploring three levels of agricultural involvement--the world community of nations, the national community of special interests, and the community of U. S. Department of Agriculture agencies. A fourth day was devoted to probing into the response of the individual to his commitments, obligations and authorities in an oft-bewildering complexity of overlapping and conflicting purpose-oriented communities which wake up the world.

This Seminar represented something of a departure from the usual "training" session dealing with management skills and techniques. It was deliberately designed to establish some valid ground for doubts, to point out some regions of real unknowns, and to suggest a framework for more encompassing programs of self-improvement. It emphasized the need for broadened horizons of job environment to provide for proper response, in terms of program planning and directing, to the long-range, wide-range needs of a changing world society.

The Seminar is one of a continuing series of management endeavors of the Department aimed at creating better managers for a better public service.

## A C K N O W L E D G E M E N T S

Mr. Howard Bernson, Staff Consultant of University Conferences, was instrumental in the success of the week-long conference conducted at the Kellogg Center, Michigan State University, East Lansing, Michigan. His efforts toward providing not only speakers, but adequate housing and space for conference sessions is deeply appreciated.

Special recognition is given to our three participant-evaluators, Harry C. Trelogan, SRS; M. W. Parker, ARS; and J. C. Dykes, SCS. These individuals played a major role in the guidance of the day-to-day efforts of the conference. The evaluators contribution to the session caused it to develop beyond merely a training exercise.

## S E M I N A R   P A R T I C I P A N T S

<u>AGENCY</u>	<u>NAME</u>	<u>POSITION</u>
Montgomery, Alabama		
FS	Russell L. Chipman	Forest Supervisor
SRS	George B. Strong	State Ag. Statistician
Chicago, Illinois		
CEA	Samuel F. Gordon	Supervisory Investigator
OGC	Gilbert A. Horn	General Attorney
ASCS	Raymond F. Pauley	Area Chief, Internal Audit Division
Springfield, Illinois		
ASCS	Willard E. Upp	State Executive Director
Urbana, Illinois		
FES	W. D. Murphy	Asst. Director of Extension University of Illinois
Bedford, Indiana		
FS	Howard C. Cook	Forest Supervisor
Indianapolis, Indiana		
FHA	John W. King	State Director
Lexington, Kentucky		
FES	William A. Seay	Director of Extension University of Kentucky
Louisville, Kentucky		
SRS	James M. Koepper	State Ag. Statistician
East Lansing, Michigan		
ASCS	Frederick E. Carroll	State Executive Director
FHA	Nyle L. Katz	State Director
SCS	David P. Overholt	State Soil Conservationist
FES	George Edward Parsons	District Extension Director Michigan State University

<u>AGENCY</u>	<u>NAME</u>	<u>POSITION</u>
	Saint Paul, Minnesota	
ERS	Wesley B. Sundquist	Agricultural Economist
	Jackson, Mississippi	
SRS	Ray B. Converse	State Ag. Statistician
	Cincinnati, Ohio	
ASCS	Elwood Edgar Jarnagin	Deputy Director, Management
	Columbus, Ohio	
ASCS	John E. Bradfute	State Executive Director
FHA	James T. McDorman	State Director
FS	Kenneth Lee Quigley	Research Forester
	Cleveland, Tennessee	
FS	Gilbert H. Stradt	Forest Supervisor
	Washington, D. C.	
SCS	J. C. Dykes	Ass't Adm. for Field Services
SRS	Russell P. Handy	Supervisory Statistician
SRS	James F. Hendrick	Chief, ADP Branch
ARS	M. W. Parker	Director, Crops Research Div.
SRS	Harry C. Trelogan	Administrator
	Madison, Wisconsin	
SRS	Clarence D. Caparoon	State Ag. Statistician
ARS	Allan D. Dickson	Head, Barley and Malt Lab.
FHA	Thomas R. Pattison	State Director
	Milwaukee, Wisconsin	
SCS	Clarence E. Ghormley	Head, Engineering & Watershed Planning Unit
FS	Louis C. Hermel	Deputy Regional Forester
FS	William M. Irby	Ass't Regional Forester
OGC	Robert L. Kealy	Attorney Advisor

P R O G R A M

SUNDAY, SEPTEMBER 9

- 3:00 p.m. Registration
- 3:30 Welcome  
Noel P. Ralston, Assistant Dean, College of Agriculture,  
Director, Cooperative Extension Service, Michigan State  
University
- Orientation -  
Loyd LaMois, Director, Seminars in Executive Development,  
U. S. Department of Agriculture
- 4:00 Get acquainted session
- 6:30 Dinner

MONDAY, SEPTEMBER 10

THEME -- A LOOK AT WORLD AGRICULTURE: COMPETITIVE AND COOPERATIVE ASPECTS

- 9:00 a.m. WORLD AGRICULTURE  
Lawrence W. Witt, Professor, Department of Agricultural  
Economics, Michigan State University
- 10:15 Coffee Break
- 10:45 Problem Centered Conference Sessions
- 12:00 Lunch
- 1:15 Cotton Expert  
Charles H. Barber, Chief, Cotton Division, Commodity Analysis  
Branch, Foreign Agricultural Service
- 1:35 Forum with?  
Lawrence W. Witt  
Charles H. Barber
- 2:30 Coffee Break
- 2:45 Prepare Conference Report (solution to problem)
- 4:15 Presentation of Reports

## MONDAY, SEPTEMBER 10 (Contd.)

- 4:30 PROGRAM GOAL ATTAINMENT IN INTERNATIONAL RELATIONSHIPS  
Auditors  
Iwao Ishino, Associate Professor, Department of  
Sociology and Anthropology, Michigan State University  
  
Lloyd D. Musolf, Professor, Department of Political  
Science, Michigan State University  
  
L. H. Battistini, Associate Professor, Department of  
Social Science, Michigan State University
- 5:30 Adjourn
- 6:00 Dinner
- 8:00 NOW YOU SEE IT - NOW YOU DON'T  
Russell L. Jenkins, Associate Professor  
Continuing Education Service, Michigan State University
- 10:00 Adjourn

## TUESDAY, SEPTEMBER 11

THEME --- A LOOK AT THE NATION: A COMMUNITY OF SPECIAL INTERESTS

- 8:30 Symposium  
DOMESTIC PROGRAMS FOR ECONOMIC GROWTH  
  
Labor - Pat Greathouse, Vice President  
United Auto Workers, Detroit  
  
Agriculture - Harry C. Trelogan, Administrator,  
Statistical Research Service, Washington, D. C.  
  
Industry - Fred Cornish, Director, Management Sciences,  
Burrough Corporation
- 10:00 Coffee Break
- 10:30 Forum discussion
- 12:00 Lunch
- 1:00 Problem Centered Conference Sessions
- 2:45 Coffee Break

## WEDNESDAY, SEPTEMBER 12

THEME -- A LOOK AT THE U.S.D.A: A COMMUNITY OF PROFESSIONALS

- 8:30 a.m. Problem Centered Conference Sessions
- 10:00 Coffee Break
- 10:15 Problem Centered Conference Sessions (Contd.)
- 11:00 ORGANIZATIONAL CHANGE  
Frank H. Spencer, Deputy Administrator, Agricultural  
Research Service, Washington, D. C.
- 12:00 Lunch
- 1:30 p.m. A CASE "AREA" ANALYSIS  
Lloyd H. Davis, Deputy Administrator, Federal Extension  
Service, Washington, D. C.
- 3:00 Coffee Break
- 3:15 Morning discussion groups (contd.)
- 4:30 Reporting and Discussion Assembly
- 5:00 Adjourn

## THURSDAY, SEPTEMBER 13

THEME -- A LOOK AT MAN: WISDOM BEGINS IN THE MINDS EYE

- 8:30 a.m. Introduction  
Loyd LaMois
- 9:00 THE EXAMINED LIFE  
John F. A. Taylor, Professor, Department of Philosophy,  
Michigan State University
- 10:15 Coffee Break
- 10:45 THE NEED OF THE EDUCATED MAN FOR AN UNDERSTANDING OF  
SCIENCE  
Floyd V. Monaghan, Associate Professor, Department of  
Natural Science, Michigan State University
- 12:00 Lunch



- 1:30 p.m. KINDS OF VISION: THE WHOLE MAN  
Owen D. Brainard, Assistant Professor, Department of  
Art, Michigan State University
- 2:30 Coffee Break
- 3:00 THE SACRED AND THE SECULAR: ONE PERSPECTIVE OR TWO?  
J. Oliver Hall, Associate Professor, Department of  
Social Science, Michigan State University
- 4:15 p.m. Forum Discussion:  
A LOOK AT OURSELVES: WISDOM BEGINS IN THE MINDS EYE  
Chairman: Loyd LaMois  
John F. A. Taylor  
Floyd F. Monaghan  
Owen D. Brainard  
J. Oliver Hall
- 5:00 Adjourn
- 6:00 p.m. Banquet  
Introduction of Guests  
INTERDISCIPLINARY CONCEPTS IN EXECUTIVE DEVELOPMENT  
Lawrence L. Quill, Director, Institute of Water Research,  
Professor, Department of Chemistry, representing Office  
of Research Development, Michigan State University
- Presentation of Certificates:  
Tunis H. Dekker, Assistant Director, Continuing  
Education Service, Michigan State University

#### FRIDAY, SEPTEMBER 14

- 8:30 a.m. Conference Sessions
- 9:45 Coffee Break
- 10:15 Assembled reporting and discussions
- 11:30 Adjournment

UNITED STATES DEPARTMENT OF AGRICULTURE  
SEMINARS IN EXECUTIVE DEVELOPMENT  
East Lansing, Michigan

GROUP MEMBERSHIP

GROUP A

Katz (FHA)  
Murphy (FES)  
Irby (FS)  
Converse (MOS)  
Bradfute (ASCS)  
Ghormley (SCS)  
Handy (MOS)  
Upp (ASCS)  
Monday - Dykes (SCS)  
Wednesday - Trelogan (SRS)  
Friday - Parker (ARS)

GROUP B

King (FHA)  
Parsons (FES)  
Hermel (FS)  
Koepper (MOS)  
Carroll (ASCS)  
Overholt (SCS)  
Kendrick (MOS)  
Cook (FS)  
Monday - Parker  
Tuesday - Dykes  
Friday - Trelogan

GROUP C

McDorman (FHA)  
Seay (FES)  
Pauley (ASCS)  
Caparoon (MOS)  
Gordon (CEA)  
Sundquist (MOS)  
Stradt (FS)  
Kealy (OGC)  
Monday - Trelogan  
Tuesday - Parker  
Wednesday - Dykes

GROUP D

Pattison (FHA)  
Dickson (ARS)  
Chipman (FS)  
Kendall (MOS)  
Jarnagin (ASCS)  
Horn (OGC)  
Strong (MOS)  
Quigley (FS)  
Tuesday - Trelogan  
Wednesday - Parker  
Friday - Dykes

DISCUSSION TOPICS

TOPIC I

A LOOK AT WORLD AGRICULTURE:  
COMPETITIVE AND COOPERATIVE ASPECTS

## WORLD AGRICULTURE

Lawrence W. Witt, Professor  
Department of Agricultural Economics  
Michigan State University

The USDA has been involved in world agriculture for a great many years. The Agricultural colleges have been involved and are becoming more involved in world agriculture. And it is inevitable that with the kind of world we have that this is becoming increasingly more important.

I'd like to touch on a couple of the problems and then deal with some of the changing criteria, the USDA points of view, U. S. Government points of view, and the U. S. citizens points of view, with respect to attitudes, the positions, and then contrast that briefly with the positions that some of the other countries have.

In the relationships between countries, between power groups, over the centuries, one of the things that has been involved is the exchange of plants, exchange of technology. As one political force moved across Asia, across Africa, or across Europe, it took with it certain plants, certain animals, and these tended to move with conquest.

In the 1880's, 1890's, early 1900's there was a division of the U. S. Government, Foreign Markets, which was making experimental shipments of butter, of livestock products, of livestock into Europe, to try to see how these commodities could be moved into the world markets -- products that were not now moving, or moving very unsatisfactorily -- how could they ship them in such a way as to expand markets? So you had the USDA involved 60 or 70 years ago in things which have some resemblances to the program of the Foreign Agricultural Service today.

The spread of technology is another more recently organized program. Back in 1939 the Bureau of Plant Industry was involved in a program of expanding, improving technology in rubber production in Latin America, in an effort to give us an alternative source of rubber from the Far East area which was menaced by Japan.

Today we have a series of issues, issues with which we as people must deal, issues with which you, as members of the Department must deal. (1) How aggressively and for what products do we seek commercial markets abroad? (2) In what ways, and to what extent do we encourage the transfer of technology, research which develops new appropriate technology for the production, processing, distribution of agricultural products? To what extent do we permit,

encourage, and facilitate the international exchange of this kind of information? (3) How do we relate to the European Common Market, and how should we relate to other common markets which may develop in the future?

To what extent are decisions on the above made, primarily in terms of the welfare of the U. S. agriculture, and to what extent should and are these agricultural decisions made, subservient or in light of other national and international goals?

(4) Another problem is the problem of unstable prices for many of these internationally traded raw materials.

The traditional criteria have been the criteria which evolved out of the free market operations. At what price can this be made available? Can we compete with the other suppliers? This sort of thing.

Some issues, of course, are outside the market, but if we look at this issue today, the traditional criteria no longer operates. There is no such thing as a world price for a great many agricultural commodities. Rather, there are a series of national prices.

The farmer's welfare, or the national welfare are considered in these various decisions and the production decisions -- the decisions as to what to produce is in substantial part political, and often this political intervention persists for a substantial number of years.

Criteria as to what to produce and what to export involves much more than economics. Nonetheless, one has to say that technology and economics will influence the political decisions. It's a combination of these. It's not completely politically determined.

Well, now I'd like to turn to some of the criteria which it seems to me the U. S. uses in looking at world agriculture and looking at its interrelationships between domestic agriculture and world agriculture. Now, there are several points of view: (1) There is the USDA point of view; (2) There is a U. S. Government point of view which sometimes is and sometimes is not consistent with the USDA position; (3) There is the U. S. farmer's point of view, sometimes even more in the minds of the Agricultural Committee of the Congress than it is with some of the USDA administrators, but if it isn't resolved beforehand it sometimes is resolved when the appropriations are made. (4) Then there is the U. S. citizen's point of view which needs to be considered. Now, all of these get kind of blended, put together in a varying context, to various degrees of emphasis, depending upon the program.

Let me move now to several criteria that, it seems to me, the USDA administrators tend to look at: (1) Save the present price support



program from breaking down -- from chaos. (2) To improve the nutritional status of the people abroad who are not eating adequately. (3) Using food to aid economic development. (4) Using food for political advantage, to make the shipment of food more closely interrelated with foreign policy. (5) Special sales of farm products now will increase future commercial markets.

Agriculture is often a principle source of foreign exchange for a country like Columbia, Brazil, India, etc. They export agricultural products and they are very vital to the nation's welfare. 60, 70, 80 -- sometimes 95 to 97% of their foreign exchange, which is what they have to buy industrial products come from 1, 2, or 3 agricultural exports. In the United States, on the other hand, this is 20 or 25%, so agricultural exports aren't nearly so vital to the United States.

Another problem that many countries have is that the internal demand for farm products is increasing. Population is expanding. The public health information is more easily transferred than is the agricultural production information. Birth rate continues high and the death rate is reduced so you have population booms, so internal demand for food increases, both because of population increases and because incomes are increased and a large part of this increased income is spent for food. This leads a number of countries, to have less export capacity, and problems in finding alternative sources for foreign exchange.

Well, these are some of the criteria, some of the attitudes which other countries have. These are interrelated between the U. S. and the foreign goals and these are things that we have to work with. It involves much more than agriculture.

Then there are questions as to whether the U. S. should make greater production adjustments because it has more flexibility and resource uses. We're going to see greater self sufficiency in Europe, with or without a successful Common Market. Technological changes are occurring there such as were occurring in the 20's and 30's here, and we're certainly going to find some of our market opportunities reduced. How far and for how long will these various beyond-the-market arrangements be contemplated is another one of the problems with which we must deal at present and in the near future. What patterns of agricultural production will emerge in India, in Columbia, in Brazil, in Africa, out of the various planning and development efforts which are going on? How will we, and how will they resolve these various areas of conflicts?

## INTERNATIONAL MOVEMENT OF COTTON

Charles H. Barber  
Chief, Cotton Division  
Commodity Analysis Branch  
Foreign Agricultural Service

Cotton Producers are spread clear across the country from the Atlantic to the Pacific. Most of it is in 14 states. There is cotton grown in 19 states and it involves more than 3 million people on cotton farms. The farm income derived from cotton runs between 2 and 2 1/2 billion dollars.

We've been backing up for a long time on acreage. We have already backed up from a 40,000,000 acre level, back about 25 years ago to about 17,000,000 now. Part of this reduction, in fact, not very much of it has been offset by technological improvements, improvements in production and yields -- we're getting yields nearly double what we used to, so we haven't reduced production very much but we haven't increased it. We have kept our production at about an even level of around 14,000,000 bales in recent years while the rest of the world has increased very rapidly.

World production at the end of World War II was about 12 million bales. From 12 million at the end of the War it has gone to 33 million, while United States production has not increased significantly -- a little up and down.

In the past year the mill industry consumed 9 million bales. It has not had any up trend in consumption in post war years, it has had ups and downs, usually on a narrow range between 8 and 9 1/2 million bales, and last year 9; and the outlook for next season is 8 1/2 or less. Small producers cannot grow cotton at the world price. The mill industry can't produce textiles at the price they pay, the domestic market price in the United States, while we have an export subsidy last year and for the current year of 8 1/2 cents a pound (that is \$2.50 a bale). That represents about 27%, (26%-28%) of the domestic market price.

This wide difference between the domestic market price and the world market price, has given the foreign buyers just that much advantage over the domestic mills.

And the textiles produced in foreign countries, especially in Japan, Hong Kong, India, Pakistan, Spain, Portugal, Egypt, some new and small ones are coming in lately, most of them are pointing their surplus textiles now at the United States, and due to our international trade policies and regulations we have been promoting international trade agreements, reducing trade barriers free trade throughout the world for



a long time, since the days of Cordell Hull was working in the Roosevelt administration and the other administrations, both Republican and Democrat, have carried this forward so that it is very difficult to increase tariff on anything, regardless of the need for it.

The department proposed that an import equalization fee be imposed on cotton textiles coming into the country that would be equivalent to 8 1/2 cents a pound, the same as the cotton exports subsidy on the cotton content of the imported textiles. The mills were not satisfied with that. They said it was a step in the right direction, but their statement was that that kind of protection was only about 25% of what they needed due to a wide difference in labor costs in foreign countries. So there will be no equalization fee imposed on textiles. The mill industry is back where they started.

You have about a million people involved (probably) in producing textiles, cotton textiles, in the United States, a million more involved in transportation, warehousing, and merchandising and various other phases of the industry you can't very easily shift from one to the other. You can't shift out of cotton and into something else.

If you shift cotton farmers out of producing cotton into commodities that can be produced profitably in the South you would get into such products as corn beef, cattle and soy beans, all of which are already in surplus in other parts of the country so it would be just an aggravated situation somewhere else.

Every time the cotton support price in the United States is raised to American farmers, it puts us farther out of line with foreign producers. They have lower costs for labor, lower cost of land and income taxes in a lot of countries are low or don't exist. Any time that we subsidize or sell from government stocks, which we have done in recent years, to relieve the surplus problem here, we get reaction from the foreign producing countries that is quite loud and quite impressive. You get it in international cotton committee, and the state farmer gets a lot of protest from foreign producing countries. And, any time the Government does anything that increases prices of U. S. cotton or that makes it unstable -- even if they change the subsidy that causes a wide change in prices the foreign consuming countries protest. So, we get it from both sides on any changes in any direction, and it is very much involved in our international relations for that reason, because most of the cotton of the world is produced in countries that are friendly to the United States.

TOPIC II

A LOOK AT THE NATION:

A COMMUNITY OF SPECIAL INTERESTS

DOMESTIC PROGRAMS FOR ECONOMIC GROWTH  
Labor Viewpoint

Pat Greathouse, Vice President  
United Auto Workers  
Detroit, Michigan

Professor Tennebaum from Cornell University, wrote an article which was published in Quarterly Review on the International situation in which -- he started out by saying that we in the United States should not be too critical of Castro in Cuba or these other situations which may arise; that we shouldn't blame Castro for the Cuban revolution when we, in fact, ourselves are the ones who are exporting revolution because we are, by deliberate campaign, advertising and teaching people to expect all of the good things of life that we are producing; and that you cannot consciously put on a campaign telling people that they should be sharing in all the things that are being produced -- all of the good things of life and not hope to stimulate their rising expectations. And, then if they do something about trying to fulfill those rising expectations, then you think it is wrong. You can't do both. So, we consciously here are carrying on a campaign on a world-wide basis, trying to tell everyone how good all of our products are, and how easy it is for them to buy them, and how many of them they should have. And I say frankly, that I am not too much opposed to that, but I think that we have to recognize that the next step that follows is that you cannot do this to people without having them expecting that there should be fulfillment of those expectations. And that is one of the things that we are confronted with. I think that this whole question of development is a three pointed program. I think that there's no question about the social development, economic development and political development going hand and hand and being dependent one upon the other. And, so we need to understand this and need to recognize it.

When we move into the kind of economy which advocates and insists on credit buying and charge accounts and installment buying, then we need to have something on the other end to back up the people who have the greatest investment in the charge account and the installment buying. When we reach the position where we have \$55 billion worth of short term credit goods and services which have not been paid for - goods which have been sold by mortgaging the payrolls of the future -- and if we're going to have this kind of economic set-up, then it seems to me that it's imperative that we have some kind of guarantees that there's going to be income that people can meet these payments when they are due. If you don't and you continue having these cycles of unemployment depending completely upon supply and demand, then you get people laid off because they have temporarily overproduced, and these people are laid off without the income and without the purchasing power to meet these payments that are piling up. Then not only do we not reduce the inventories at that point

but the goods, instead of moving off of the shelves as they have been in continuous sales, start being repossessed and they start moving back into the shelves, back into the warehouses and pretty soon the spiral goes down and down and down. And, so we think it is necessary that there be provision for continuing purchase power. That is one of the reasons, why we have fought for some of the things that we have fought for.

We don't happen to believe that a person's needs automatically go down, simply because he reaches age 65 or some other retirement age. We think what happens is that they go down because the purchasing power goes down and therefore their means for satisfying their needs are decreased. They go down as consumers and purchaser because they do not have the purchasing power. We think that it certainly is important and necessary where we have at least a so-called surplus of labor, where we have unemployment, that people in the age bracket for retirement should have a continuing source of income to allow them to purchase the goods and services which they need, which will contribute not only to their standard of living but also contribute to the employment and the standard of living of the country as a whole.

When that income stops the same things happen, as far as their time payments and installment payments are concerned. So we think it is necessary and important to provide hospital and medical care, and to provide temporary benefits for people who are sick or who are injured on the job. On the other side, as far as medicare is concerned, in a country such as this, if a child runs out into the street and gets run over by an automobile, or they get sick, or anything happens to him, the kind of medical care that child receives, we do not think should be dependent upon how many dollars his father has in the bank.

We are spending now over \$55 billion a year for defense, and what do we get out of it? If we are completely successful, the only thing that we get is a year's time. We can't whip anybody with a defense program. A defense program is designed to give us time so that nobody whips us, or destroys us during this year. So, we are spending \$55 billion a year for defense. Our standard of living isn't going down, our standard of living is continuing to go up. Our economy isn't being destroyed, it's continuing to go up because this, in effect, is stimulating the economy. I think we could stimulate it other ways, but to those people who tell us we can't afford to do things, we just need to look at the defense program, because we can afford to spend \$55 billion for armanent, which either becomes obsolete or they are missiles that we destroy once they get up into the upper atmosphere somewhere. So, we can afford to do it, and we can still grow.

I think the government has the responsibility to provide the goods and services which we cannot supply as well for ourselves, and they also have the responsibility for the planning and coordinating and of stepping



into the situation when you get out of balance, as far as the other two customers are concerned, the consumers and industry.

We think that one of the roles of the labor movement, is to be promoting new ideas, new programs, new thinking, new ways of doing things. Other special interest groups are continually doing the job supporting their point of view, and very frankly, in my opinion, one of the problems that we've had in agriculture, is that the farmer as an individual has complained about all of his problems, he has been concerned about them, but he has not had an effective voice in trying to get something done about it. I think that in many instances groups which have purported to speak for farmers have not, in effect, spoken for farmers at all.

350,000 people come into the labor force every year -- additional people added to the labor force. We are told that the change in technology, automation, mechanical changes, and so forth, will replace 2 million, 8 hundred thousand people every year, or 28 million people. Broken down, what this means is that we have to produce new jobs each and every week for the next 10 years, 26,000 new jobs a week to take care of the additional people coming into the labor force, and 54,000 new jobs each and every week to take care of the people that are thrown out of work because of mechanization, automation, etc. 80,000 jobs each and every week for the next 10 years have to be provided in order just to stand still, and this will not put back to work the unemployed people that we have at the present time. This is the kind of job which we face, and this is the kind of job which will not be done by itself. It will certainly only be done if there is total planning, meshing of the various segments of our operation.

I believe that we are making a mistake economically in this country when they tell me that with 5 million people unemployed, maybe 2 million of these are unemployable because they're changing jobs for one reason or another. But to keep the other 3 million people it costs \$5 billion a year just in unemployment compensation. And, if, instead of that you would take and provide the money to put these 3 million people to work - they claim it can be done for about an expenditure of 11 billion dollars. That's only 6 billion dollars more than you're paying them in unemployment compensation, to provide work for these people, projects which need to be done, and in effect, on projects some of which could be self liquidating. This 11 billion dollars which would plow into the economy would then itself stimulate and produce taxes and produce income and other things.

We know this has to be done politically as well as economically. I might just say that there are people, of course, who say that labor unions should not be in politics. But they really don't talk to you about the fact that all of us should be in politics as individuals and as human beings, and that there is the great question of how you get people active in politics. And the people who are the laboring

people are American, are the group that are the least active in politics, and therefore, you must have political activity in order to stimulate this.

We happen to believe that there should be the education of the masses because we think on that it is just like everything else, that by the time you get the job done and you've educated enough people you can move to make the job opportunities, if you're moving in this other field at the same time. And, so we happen to believe the same thing applies in the matter of international trade. We are in favor of the broadening of international trade, the matter of the common market idea, the matter of the expansion of that to continue other places. We recognize that in many instances this will happen and jobs will be hurt here, exports will be hurt, some of our industries will be hurt, and we think that in order to do this there must be certain other basic things that go hand in hand. There must be development in these countries. There must be development as far as job opportunities are concerned, as far as wages are concerned, as far as living standards and living conditions are concerned. We are prepared to compete with workers that are well fed, well trained, well housed, and well educated. We do not want to compete with poverty in education and sickness and disease and all of the other things. We recognize that this is a complex society, a complex society in which there is economic growth. We think there should be more economic growth, we think there should be a stimulating of this growth by the government, a stimulating of this by the various private sectors as well as the other sectors. We recognize that in this movement, in this growth there is going to be this tension. I don't necessarily believe that the existence of tensions are bad. I think it's a question of whether or not they get the drive to fulfill those tensions, fulfill those expectations. Whether or not this drive gets out of control, whether or not within the framework of the society, there can be the competition, recognizing that all segments must move together, that one segment cannot get out of line because if it does you get in trouble. I think that if we all recognize this, and if we work together on it, we can expand the economy, and we can improve the standard of living for all our people.

DOMESTIC PROGRAMS FOR ECONOMIC GROWTH  
Agriculture Viewpoint

Harry C. Trelogan, Administrator  
Statistical Research Service  
Washington, D. C.

The United States is committed to this thing called economic growth. It's been committed to it for a long time, but certainly President Kennedy, in his campaign and inaugural addresses, reaffirmed the United States interest in economic growth. But from the standpoint of the culture that we live in we might think we've been committed to it over a much longer period. It's really been an element of the progress that we've been concerned with.

Progress and economic growth must be regarded as not pure and unmitigated blessings. So long as there is change, even desirable change of this sort, some people gain and some people lose.

In this economy and culture of ours today we are committed to a do-it-yourself program to a very large degree. And this doesn't show up in full bloom in a measurement system of economic growth. You'll find the exchange that goes with buying the tools, and buying some of the raw materials you use, but your labor won't show up in the dollars and cents exchange in a thing of this sort. And so, this self produced consumption is apt to be overlooked, and it can be very important.

The first thing I want to get across is that an inevitable result of economic growth is that agriculture declines in relative importance. Now, that might strike you as shocking if you haven't thought about it. But let me hasten to say this doesn't mean that it withers or dies or that it has less absolute importance or value. It only means that agriculture occupies a smaller proportion of the total value of output of the economy, when you have economic growth.

Agriculture's contribution to economic growth is critical in the early stages. It's absolutely essential and necessary. This point is frequently overlooked, so often that the people who are dealing and working with the under-developed countries today see that the countries that exhibit the most economic growth are the most highly industrialized countries and so they conclude economic growth is industrialization itself. But by its very nature agriculture becomes less in the total economy, and in some people's way of thinking its very success in contributing economic growth diminishes its value.

While we can't measure agriculture's contribution precisely we certainly can do something about describing it and characterizing it. And, I'd like to just put it into three categories for today's discussion.



First, we might talk about the product contributions -- and this we can see most readily -- that the growth within the agricultural sector itself is a distinct contribution to the economic growth of our nation. In other words, the increased output of agricultural products is the most direct, the most easily recognized contribution to economic growth in the total economy, and clearly agriculture has made its full contribution in that sense. I don't think that needs to be elaborated.

The second point is that agriculture provides opportunity for other sectors of the economy to emerge and to trade and to commercialize. As agriculture output grows, increases, expands, there becomes a portion of the output that can be turned over to other parts of the domestic economy or offered in international trade. This then provides the opportunity for other sectors of the economy to start to emerge and develop.

A third type of contribution of agriculture, and another one that is extremely important is the transfer of resources to other sectors of the economy. This can be called factor contribution.

There is the force type of transfer through such things as taxation -- it might be appropriation and in some economies it has been through appropriation. A loaning method is also extremely important.

And you can see it right back in your home towns. Where did the money come from that went into the local businesses? As they grew on the foundations of the funds that came out of the local agriculture. Most of this was done through a lending, a local banking system of some sort. And agriculture made the critical contribution in that kind of situation.

The kind of investment in human beings determines to a large degree the quality of the labor and the output of industry. Fortunately, we have been committed pretty largely in this country to good education of our youth. This has been a real boon from the standpoint of industrial development.

Now this problem of education and how to figure it is one that plagues us yet. Is it a productive investment? Or is it consumption in and of itself? Bear in mind that it has elements of both, and many people have real difficulty knowing on which side of the accounts to put education. But bear in mind that in the long run, education is a strong productive investment.

Economic growth doesn't just happen. The thing that makes most people today interested in economic growth, including yourselves, is what you read in the paper about what was the percentage growth in this country compared with the Soviet Union. And if you stop to think about this, it is a very poor reason for being interested in it.



They measured theirs a little differently than ours, that it might give them an advantage in getting a higher percentage.

It is very difficult to measure the contributions of the different sectors of the economy. It's also difficult sometimes to control or measure the benefits. Now, we all recognize that when you can get a bigger pie, there is likely to be more pie for everybody, but it doesn't make any difference how much more pie you get if you're still looking at how big a slice the other guy has gotten.

Those who are establishing in the last 20 years, the greatest records of increased productivity, (and that's agriculture), are not getting compensated for it, in fact they're getting penalized. Consequently, we have to look at this one seriously.

It is true that this, too, needs conscious decision making in the light of purpose. A lagging sector or a neglected sector or a profligate entity within an economy certainly can sprag the progress of the whole economy.

And the last point, and the most important point is that it's the whole economy that counts, not just agriculture, or any one sector.

DOMESTIC PROGRAMS FOR ECONOMIC GROWTH  
Industry Viewpoint

Fred Cornish, Director  
Management Sciences  
Burroughs Corporation

Management science sounds like a very erudite phrase. Actually it stands for the coordination of various disciplines, applied to a specific management problem.

Management sciences really started back with F. W. Taylor about the turn of the Century.

The trend of this today is away from the pure mathematics, and away from the operations research approach. It's moving into the area of trying to study, to determine what the management decision process is, regardless of the particular enterprise that we're looking at.

It is moving into the area of simulation. Simulation essentially starts off and says that (and this is where you get the scientific approach) if you can get a quantitative expression to the factors involved in the decision, you can place this on a computer, and then, in a sense, simulate, test (what have you) the actual problem that you want to study.

Because of this ability to simulate, and in a sense pre-study our plans or our operations, we then feel that we can get a better handle on how the organization can fit into, can meet and can grow in our economy.

We use this to study the trends in the long range economy; the changes that this means in our market place; from this how we, as a company or as an industry, can better plan to fit into this changing economy.

We study the long range trends in the economy or in the given sectors of the economy. We relate these trends to the market place which we are selling to, to the changes that are going to take place in this particular place, so that the top management can sit up there -- and can look up there and say, well, these are the trends that are taking place in sectors of the economy. We know our simulation models that these changes will be reflected, with a time lag, in the following changes taking place in our particular economic area. From this we can then go further and say, to meet that market place requirement 10 years from now, these are the research programs that we must be undertaking today.

Once we have committed ourselves to a research program it will permit them to better spend their dollars so that they can get a higher effectiveness in the market place so that they can in turn grow, employ more people, add to the national product.

I've talked an awful lot about what management science in very broad terms. The biggest things that you get out of this approach, which incidentally is nothing more than a rigid analytical approach to a problem forcing you to look at every single aspect of that problem, is a definition of the problem that you face.

The second biggest thing that this approach does in approaching any particular problem is to give you a much better feel for the interactions and interrelationships of the various factors.

Thirdly, and I want to stress this very strongly, management science is never going to replace the manager. It's never going to replace intuition, but it's certainly going to make the intuition band a little bit narrower, and it's certainly going to give him a much better foundation upon which to make his intuitive judgment.

I'm going to close by giving you a definition that I heard recently at a management conference. Management science is the ability to do poorly what the manager might otherwise have done more poorly.

TOPIC III

A LOOK AT THE U S D A

A COMMUNITY OF PROFESSIONALS

## ORGANIZATIONAL CHANGE

Frank H. Spencer  
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Today this group has been asked to "look at the Department of Agriculture from the top." I would suggest that, for our purposes, we think of organization as a grouping of units and functions to achieve objectives and accomplish missions. From the standpoint of organization the Department of Agriculture has had an interesting history. From its creation in 1862 until about 1920, the pattern with some growth and variation was that of the "old line bureaus." Each such bureau was a single highly-independent agency, reporting directly to the Secretary of Agriculture. During the period roughly from 1921 to 1940 there was some development of a specialized staff in the Secretary's office. The third period in the Department's organizational development occurred from 1941 to 1952 and might be referred to as an era of "loose confederation." Under this conception, there was some grouping of bureaus into related fields of activity. The latest organizational era in the Department, which began in 1953 and has steadily developed to the present time, might be called the period of the "services."

It certainly cannot be said that the Department has come to the end of the road in dealing with the organizational problems which have confronted it. Every organizational change has been designed to meet some particular situation. Yet new situations have continued to arise and some, in fact, have been created by the very fact of organizational changes. Today there is no dearth of problems which call for organizational thinking. (1) Should activities be grouped by subject-matter or function? (2) Another perennial problem has to do with the Department regulatory work. Should all such work, regardless of its subject, be in the same agency? (3) Over the years, there has been an increasing degree of decentralization in the organization of the Department. Many of the agencies now are regionalized. But in no case do the regions coincide across agency lines, and, in most agencies, the regional boundaries are decidedly different. These differences have come about to some extent through traditional developments and, to a greater degree, because of program considerations. These considerations are valid. On the other hand, there would be undeniable advantages in having conforming regions in the various agencies. Which way should the organizational pattern be set?

Should there be a "little Department of Agriculture" in each area of the country? This is an appealing concept to some people and one which had been tried in other Government departments -- notably in the Department of Interior a few years ago.



(4) Should there be a single business organization in the Department? I believe, however, that we could well consider some of the factors which enter into the solving of organizational problems.

Here are at least a few of the factors: (1) However desirable a particular change might be, there are situations in an organization where "you just can't get there from here." (2) Another important factor is that of the people concerned. (3) Communications is another vital factor in any consideration of organization. I am thinking of communications in the broadest sense. That is, an awareness throughout the organization of the problems involved and in a "two-way street" concept as it concerns receptivity on the part of top management, as well as the ability of top management to clarify its attitudes throughout the organization. (4) Another valid organizational factor is that of Congressional attitudes. Congress writes the laws which authorize our programs and provides the funds under which they are conducted. It has a legitimate interest in the conduct of programs and in the organization through which program objectives are achieved. (5) Numerous other factors could be mentioned but I shall name only one more -- that of public relations. Our programs are for the benefit of the public and should be organized with due consideration to public impacts.

Suppose we think briefly of some of the reasons which might call for reorganization and the reasons which might argue against it. Let us take first the situations in which reorganization might seem feasible.. (1) The first of these would be a change in program needs. (2) Another situation which might indicate reorganization is a need for internal revitalization. (3) There is another factor which might not ordinarily suggest itself, but which I think is valid. Reorganization can serve the purpose of creating what we might call an "image of accomplishment." (4) Finally, in considering organizational changes, a significant factor is public demand, frequently reflected through congressional channels.

Now, let's look at some of the factors which might argue against reorganization in certain situations. (1) The first of these is the matter of legal or legislative barriers. (2) An important factor is that of internal morale. (3) A factor which must be considered is the political impact of any proposed reorganization. (4) Another factor, somewhat related to the previous one, is the matter of public resistance to proposed organizational changes.

Here are a few very practical principles in our approach to department organization: (1) The first of these is that organization itself is not a static thing. There is a naive tendency on the part of many people who really know better to think that if they have an organization problem they can solve it by tearing up the old organization chart and drawing up a new one. True, a few problems are that simple, but, in most cases, the situations which underlie organizational structure change themselves from day to day. The wise organization person recognizes this and sets his sights on an organizational pattern which, like the earthquake-proof building, will adjust itself to reasonable change without the necessity of tearing down the building and starting over.

2. This leads into the second principle -- which is essentially a rather discouraging one -- that some problems simply are not subject to solution in any final sense. This does not mean that we should not continue in our efforts to improve situations, but it does mean that reorganization is not a panacea.

3. Third, learning to live with problems is a key part of the job of top management. We learn this rather early in our personal lives. It seems somehow much harder to accept the fact that as long as we are in the business of management we are going to have to live with certain difficulties. If we become unduly impatient or frustrated or, worse still, if we accept an inadequate solution as a valid answer, then we are falling down on the job and weakening our own effectiveness.

4. Fourth, flexibility of mind is more important than mechanical organization. In fact, mechanical organization is simply a tool to the accomplishment of an end.

The final emphasis which I would like to make is that there is a need for all of us to have a strong orientation to the total program in which we are engaged. Obviously, every man should know his own job in all its aspects. However, it is also necessary that he at least understand the other man's job and that he relate both of them to the same background -- which is of course the entire program. Unless he is able to do this he is inevitably going to have trouble in getting the sense of proportion and balance so essential to any real progress.

## A CASE "AREA" ANALYSIS

Lloyd H. Davis  
Deputy Administrator  
Federal Extension Service

You spent the morning, and I felt fortunate to have the opportunity to sit in on one of the sessions, in exploring some of the areas where there are overlapping functions in the Department's program.

I expect that in this process we have developed some concept of what we mean by this term, functional overlap. I had to develop my own concept in planning for this afternoon. I would judge that we have identified the overlapping functions of a number of types, and it was pointed out here that we come back to communications as being involved in much of this overlapping. As I understand it now, my job is to analyze particular problems that may exist in overlapping among agencies as we communicate with the Department.

It might be good to start by exploring a little what we mean by functional overlap and program coordination. We might summarize it this way:

We have a large organization to do the many jobs for which our department is responsible and organized. That is, it must group its personnel into units, sub-units, each of which has some specialized assignments and specialized delegations of responsibility and authority. The department might be organized a number of different ways, however, we have given organization, we have the responsibility to operate effectively with the organization we have.

No matter how you organize, it's inevitable that the lines between units of an organization are going to be a little fuzzy.

In order to get the job done, therefore requires coordinated action by two or more units of the total organization, doing many specific jobs.

We might also conclude that in an organization, an organization of men, run by men, that human characteristics are always present and that these always affect our operation problems.

Duplication of activities among units should be minimized.



In performing a given function, one unit might play a dominant role, with support from other units, while in performing another function, that unit that was dominant may take a supporting role to another unit.

We're concerned with achieving, I would judge, this kind of unity of action and coordinated activity, within the department. I would propose that every worker in the department must communicate to do his job.

We are concerned with areas of overlap in performing this communication function.

Communications is a two way process. It's not just a matter of our dishing information out to other people, but in order to accomplish our objectives in communicating with them, we have to get back some messages from them as well.

Another one of the principles that the professionals in the communications field always discuss is this one -- and this applies to anything that you do for that matter, it certainly applies to communications -- that you only communicate when you have some objective and if you're going to communicate to accomplish this objective, only then can we decide on the appropriate media for effectively reaching that audience, to accomplish that particular objective.

Somewhere along here we ought to try to define what we mean by communications.

We could say that we want to so convey our ideas that they are received clearly, that they're understood, or we could go one step further and say that the communications process is not complete until the information is understood, synthesized with other information, and action taken on the basis of it. Last step is probably a little broader than what we generally mean by communicating.

Basic to this idea is the idea that the clientele or the audience of the USDA really consists of many specific audiences. We could say that our audience is the people of America, or we could make it more broadly when we consider some of our foreign programs. It takes more than the people of America. However, if we think in terms of specific objectives we can, within this broad audience, identify a lot of specific audiences to whom we're communicating on specific purposes.

TOPIC IV

A LOOK AT MAN:

WISDOM BEGINS IN THE MIND'S EYE

## THE EXAMINED LIFE

John F. A. Taylor, Professor  
Department of Philosophy  
Michigan State University

Socrates said: "The unexamined life is not worth living." What is it to examine life, that the sense and dignity of the human enterprise should be thought to depend upon it?

All distinctively human activity irrespective of its special object is purposive in its character. It is an activity directed toward some end for the sake of which the human being acts.

Therefore, to ask for the reason of an act, to ask "why" an act is performed, is to refer to the end for the sake of which the act is done.

The general theory of value is concerned with the grounds of justification within which any activity (e.g., the acts of an executive making decisions of policy in the USDA) can be appraised. The theory rests on the fundamental distinction between intrinsic and instrumental goods, between the kind of value which attaches to ends and the kind of value which attaches to means and utilities.

"The Examined Life" is an attempt to provide, in technical theory, the structure within which our general bearings must be taken.

THE NEED OF THE EDUCATED MAN  
FOR AN UNDERSTANDING OF SCIENCE

Floyd V. Monaghan  
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Department of Natural  
Science

Let me now attempt a concise statement of what I understand to be the nature of science, but with the warning that any statement I can make within this limited time must necessarily also be incomplete.

There have been many attempts to define science and not a few books written to explain and examine what science is. Some of these have emphasized the view of science as an accumulation of tested information, laws, principles, concepts. This is the static and impersonal view. An alternative, or dynamic view, is expressed in the statement of Dr. Conant that -

"Science is an interconnected series of concepts and conceptual schemes that have developed as a result of experimentation and observation and are fruitful of further experimentation and observations."

In this view the worth of a set of concepts and their relationships expressed in a conceptual scheme or theory resides in their capacity to suggest new experiments, new observations. The result of this activity is the continual revision of our ideas about the natural world in the direction of greater precision, greater adequacy, better fit. This view of science places great emphasis on the process of constructing and testing theories, or as Dr. Conant calls them, conceptual schemes.

When a theory has been well enough worked out for other investigators to begin examining it critically, it gets judged by the following sort of criteria: (1) correlation -- the theory is tested as to whether it puts known information, known laws, known principles, and facts together in a useful and meaningful way; (2) prediction -- a theory is judged adequate if it predicts reliably the amounts of critical variables to be expected in a given set of circumstances; (3) fruitfulness -- a theory is judged adequate if it predicts reliably the amounts of critical variables to be expected in a given set of circumstances; (4) fruitfulness -- a theory is judged by its ability to predict new experiments to be performed, new things to be tried; (5) simplicity -- if there are several competing theories in a given area, it is usually felt that that one which is the simplest is probably the most nearly correct. This criterion must be used with some caution; (6) a theory is judged often by the extent to which the type of explanation which it provides is in agreement with the currently accepted modes of



explanation, whether the concepts invoked are thought to be most fundamental, most irreducible, most really real.

Theories in any given area seldom exist for long without being changed. The following are some of the reasons for the revision of a theory.

(1) Refinement in measurement may lead to a disagreement between prediction and observation. If it can be established that the measurement values obtained are indeed correct, then change in the theory is in order. (2) New viewpoints resulting from a rethinking of basic concepts may lead to a revision of a theory. These new viewpoints may result from some familiar observation suddenly seen in a new way or they may result from some vague and ill-defined feeling of uneasiness as to the satisfactory nature of the explanation offered. (3) Another reason less well defined than some of the others for change in a theory may be the changing fashions in explanation in other areas. Examples of such changing fashions in explanation are to be found in the displacement of the various fluid theories such as the caloric theory of heat and the several fluid theories of electricity by particle theories.

There are certain things which should be noted. The first thing is the role of imaginative manipulation of the elements of the problem, the search for analogies and likenesses however tenuous they may seem at first.

The second thing we should note is that the prime tests of the theory, correlation, prediction and fruitfulness are all concerned with the extent to which the imagined constructs and relations of the theory are faithful to the evidence of observation and experiment.

We should take note of some of the factors involved in the selection of areas and topics for investigation by particular scientists. One of these factors is the interest of society in general in securing the development of certain areas. Another is the interest of the scientific community in the development of a particular area.

Underlying the whole operation of science at any one time will be some more or less clearly defined idea of nature.

If we grant that this search for likenesses, for unity within the vast variety of experience, which results in the building, rebuilding and refining of conceptual schemes is what science is all about, then this is the process the educated man must understand if he is to understand science.

What need has an educated man for such an understanding of science? His need is not, I think, a need in the sense of the biological needs for food, shelter, clothing, etc.

I shall reveal my personal bias and say that in this day an educated man is not well-educated for his time if he lacks this understanding.

Indeed, I would argue that he has failed to develop fully that aspect of his nature that marks him as human.

Man's need for an understanding of science lies just in the fact that it is a human creation born of man's awareness, of his capacity for the making and manipulation of symbols, and for reflective thought.

To the extent that science is vital to the growth of our economy and the defense of our lives and our nation we need to understand the nature of science and the conditions under which it flourishes in order to promote its growth and development.

The need for an understanding of some aspects of science as a basis for sound judgment on many political and social questions of great moment has often been dealt with in public print and in speeches.

Let me consider one remaining need, the need of the educated man for a satisfactory personal world-view or philosophy. In many respects such a philosophy is quite like a scientific theory. Both rest upon assumptions, both must meet the same tests of correlation and prediction as a means of adjustment to our life experiences. Both must be fruitful in directing our attention and action in the exploring of new relationships. Both must, in their own areas invoke sets of explanatory objects and relationships that seem to us to be at once adequate and also so basic that we can conceive no more satisfying alternatives. Both must generate in us the feeling that in their possession we have been granted a newer and deeper insight, that vistas new and wonderful and beautiful are opened to us. As with the theory, the touchstone of such a philosophy will be its fidelity to the facts of observation and experiment. It will have such permanence as will secure it against failure before we cease to have need of it. Yet because it carries within it both fidelity to its beginnings and the means of its own modification and growth, it will alter as "new occasions teach new duties, and time makes ancient good uncouth".



# KINDS OF VISION: THE WHOLE MAN

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My privilege is to speak to you about the images of mankind and the relationship of these to primary human motivations.

I will talk about vision as the perceptions of whole societies and periods of civilization from the Greco-Roman period to date (if they can be put in a capsule form), and then I would like to talk about specific kinds of artistic vision, which have characterized the 20th Century.

I can't see any hope for civilization, and I can't see any "out" for man except through what can be termed "the creative prescription", or the creative antidote", the antidote to disintegration of the whole man.

The concept of the whole man, of course, is an idealization, and it is really an impossibility because it involves, by definition, total and perfected integration. We have had this neither in other periods, nor are we likely to have it in our time, regardless of the admonitions we offer one another.

I don't think we can force integration. As a matter of fact, this has been tried in the schools, which, I think, confuse correlation frequently with integration.

Integration must be self-realized at all. In other periods of Western civilization, namely the Medieval era and the Renaissance, life was perhaps more difficult in many ways, but it was more fulfilling because man had a higher degree of integration in what was certainly a less complex society than we live in today. He had to rely on his experience, his sensing, feelings, and thinking. His thoughts, his day-to-day efficiency and progress was a consequence of his reliance on these primary facilities.

We can look at primitive societies today where there is exhibited a high degree of integration. Cultural values are sustained for a longer period of time, which permits the assimilation our society misses. A unity and coherence is gained through the collective realization of symbols, that we are unable to provide in spite of our emphasis upon education and the educative processes.

Technically, if we speak of the beginning of the modern we go back to approximately 1745. If we speak of the contemporary we mean the here-and-now.

Visions are still being transformed, still being objectified into materials -- any materials that the artist proves he has the sensibilities to reform. But I think the difficulties have increased today with the sharp expansion of knowledge - the sheer accumulation of data - the complexing of social and economic foundations, forms of transportation and communication, and in short, our general and widespread technological developments which have altered the basic fabric of world society.

These achievements have become standard, and they continue to grow in the name of a pleasanter and more coherent existence for all. However, I'm not so sure that this is accomplished.

The 20th Century multifaceted vision is the result of the milieu of forces that work on it. Possibly as a result of the consequent submergence of the individual in these ways and others, we may be also a bit schizophrenic. Man, today, has a bad time adjusting, compared to some earlier periods. He has a bad time keeping his identity, his dignity, and therefore his integrity. The stable, substantial forms of the 19th Century have been fragmented and disintegrated. Galaxies form man's spacial reference instead.

Perceptions of current society - the society we're a part of - are too often synthetic, manufactured for us, and patented; they are also valid for too short a time, even if they happen to escape the stigma of patentness. The perceptions of any society change as a greater awareness of phenomena of all kinds occur. Any such universal phenomena will change. As these tend to change his awareness, man's concept of reality changes with it. What is real today - what is thought to be real today - obviously was not thought to be real just a very short time ago. And so, in our time, the dimensions of our views of reality have exploded.

The relativistic nature of the forces with which the modern whole man must be in command - must be sensitive to, are becoming a problem even for institutionalized education. The problem is not only because of a great increase in the number of students, but because of the plain fact that knowledge itself will double or triple itself every ten to fifteen years.

The artist of today, armed with technically more accurate and extensive observation, deliberately reflects the multiplicity of sensory data; thoughts and concepts around him; his feelings, which are quite subjective; or feelings of others, the feelings of groups. He views the universal phenomena and human experiences in different ways.

Art today is sometimes exact. This describes a certain kind of vision. In the aesthetic sense, applying to painting and sculpture, it produces the kind of art we call naturalistic. It may sometimes resemble photographic art, for it is reportorial and descriptive.

Another kind is called extractive. This vision extracts selectively, taking just a portion of some salient visual aspects of the total theme. The theme, incidentally, may not be necessarily a palpable or tangible object in nature. It may exist in the realm of non-visual perceptions, such as the smell of fish or the tactile responses to sand and pebbles on a beach.

We speak then of another kind of vision - abstract visioning. There are several different kinds of abstractionism that characterize the contemporary scene in painting and sculpture. But, as a counterpart of this, I think of the familiar blueprint, having multidimensional diagrams and data, recorded simultaneously, or a dress or tool pattern.

There is a kind of vision which is penetrative. Penetrative vision develops in painting when an artist wishes to display the insides of the subject form as well as the outside, for a surrealist purpose, or by reason of fantasy or magic with an artistic end.

Still another kind that we experience frequently, especially in the modern period, is rapid vision. The cinema, stroboscopic photographs, the arrested-motion images of Toulouse-Lautrec - his drawings and water colors of racing horses - or a photograph of Stan Musial at the height of his swing, giving a split-second image of high speed action, are all examples of rapid vision.

There is also slow vision; for example, the pattern of landing strip lights, or the lights on an airplane as they may be recorded by a time exposure of an entire night's traffic; or the pattern many cars in a snow covered parking lot might make over the period of a busy day.

Intense vision has two aspects, microscopic and macroscopic. A non-aesthetic illustration could be a bio-chemist's slide, or a cross section of a deer's tongue in which the organic structure and visual patterning is not unlike an artist's romantic visualization of the surf. We find such structures overlapping in nature on the two planes, microcosmic and macrocosmic. A superb example of macroscopic vision could probably best be described by one of the astronauts, recently.

And, finally, we can refer to a kind of visioning which is simultaneous. Day-dreaming is a commonly experienced example of this. Mechanical drawing is another totally different illustration. In both we are confronted, simultaneously, with differentiated aspects in time and space of a given set of related factors or experiences.

The important point, aside from emphasizing the validity of all of these methods of mirrorization, is that a degree of civilization has been lost or shunted aside in our progress, because the

whole man has become a rarity - a psychological curiosity. There is an anachronism here, as the painter, Ben Shan, has noted: we now cultivate conformity to a beautiful degree, which is noxious to creativity and to the idea of the whole man, but if one succeeds at it, we applaud nonconformity. Nowhere is this more dramatically and thrillingly done than in the arts.

The ideal concept of the whole man implies the total and perfected integration of the man. This is a practical impossibility. It is not possible, to assimilate our own specialized knowledge and cultural values. Our perpetual aptitudes are exhausted; we feel cheated. Only those attitudes, concepts and values, gained with emotional intensity from direct rather than vicarious experience, will in the long run sustain the whole man.

The creative impulse forces self-commitment and choices, and it therefore supplies the vitally needed cultural growth which art educators believe crystalizes in moral and emotional development. The creative process, like the process of learning, is cyclical and dynamic, playing first upon imagination and then upon perception; each affects the other. The creative act thus stimulated is found to be in a dynamic, functional interrelationship with other capacities.



## THE SACRED AND THE SECULAR: ONE PERSPECTIVE OR TWO?

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This topic, "The Sacred and the Secular: One Perspective or Two" really deals with an examination of the position of religion in American culture today.

I shall confine my remarks to two aspects of American life which paradoxically are in contradiction: First, the secularization of American society; and second, the increasing religiosity of the American people.

In the first place let's take a look at what we normally refer to as the very high degree of secularization on the American scene. We can define secularization as an attachment to a way of life in which there is neither need nor place for religion, a way of life that proceeds deliberately, without concern for religion -- or as Will Herberg has defined it; a way of looking at things -- in other words, the practice of the absence of God in the affairs of life.

Secularization penetrates all areas of life. It is characteristic of our total culture. We find in the past, at any rate, a sharp differentiation between the sacred and the secular; and yet, as we know, as you study the life of man down through the ages, that secular influences have transformed religion and religious practices.

Well, so thoroughly secularist has American religion become that the familiar distinction between religion and secularism appears to be losing much of its meaning. Under the present conditions we find the church emphasizing many of the same values, operating under the same fundamental assumptions as we find in society at large.

In other words, then, there has been a gradual and a progressive secularization of the total American life and culture; it is characteristic of our age.

This is a consequence of the inter-action of a large number of factors. First, this is characteristic of all highly industrialized, technologically advanced societies.

In the second place, following from this, I think is what we refer to as the separation of church and state, to maintain freedom of religious activity in a pluralistic society.

And then, third: A significant factor in secularization may be that, for a large number of people, religion is not of great concern.

This in spite of the fact that these same people are probably members of churches.

And, yet paradoxically, and seemingly inconsistent with secularization, is a prevailing religiosity in American life and culture. Martin E. Marty makes this statement: "A nation which made no legal provision for maintaining and supporting religion has become more religious than most nations having a religious establishment." Dr. Herberg concludes, after studying statistical surveys, that "virtually the entire body of the American people, in every part of the country, and in every section of society, regard themselves as belonging to some religious community."

Religion has become a very definite part of the ethos of American life, to such a degree that overt anti-religion is all but inconceivable. Religion is taken very seriously in present day America. Religion has not disappeared; it is probably more pervasive today, and in many ways more influential than it has been in the last several generations.

What kind of a religion is it? As Will Herberg says, "It is faith in faith. The religion itself is an object of devotion." "Almost everyone," as Martin Marty has said, "almost everyone gives lip service, at least, to religion in general." Religion is good.

There seems to be a decline in the popular music of religious nature, but the general attitude of the American people has progressed toward a very high degree of religiosity. And so to be a Protestant, or a Catholic, or a Jew today are the alternative ways of being an American. This new religiosity existing in America seems to be very largely the religious validation of the social patterns and the cultural values associated with the American way of life.

But so complete is the religiosity of the American people that to challenge religious ideas brings open condemnation.



## INTERDISCIPLINARY CONCEPTS IN EXECUTIVE DEVELOPMENT

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For the moment let us look at one development of our own life spans, to see if it fits into the interdisciplinary concept. I'm going to use just one of two things with which I have had experience. The idea that I have in mind is that of nuclear power.

The development of nuclear power in this country is a fine example of interdisciplinary reaction. This remarkable achievement was brought about by executives, thinking across boundaries of vested interest areas; they early established criteria involving all the disciplines.

We could dwell on many, many aspects of the nuclear power problem, but let us consider just one by-product for the moment, because it too involves the concept of interdisciplinary intermingling. This by-product is the outstanding safety record achieved in the handling of the materials of this particular project. The top executives, the planners, were insistent on the observance of common-sense rules.

Let us speak of men for a moment. These men are very special men. Most of them are Nobel Prize winners, and the questions we shall keep in mind are: Would we consider these individuals to be executives in the usual sense, and if so, why? I'm going to call them executives. You may not agree with me.

Just a few comments about Enrico Fermi, an Italian who made major contributions to pure science prior to World War II, and for which he was awarded the Nobel Prize. His brilliance as a scientist was due to his comprehension of physics, of chemistry, of mathematics, in all of which he was well versed. Here was the high intensity. Too, he had an appreciation of the biological sciences, of philosophy, or the arts of religion.

Fermi had an interdisciplinary approach. He was humble. He was a driving force. He was a leader. He was visionary. He was an excellent executive who did not get lost in a forest of detail. He had the capability of getting his associates to perform so that he was working with them, and not them with him.

Wendell Stanley is a Nobel Prize laureate. His contributions in virology have brought him world renown. As a graduate student at Illinois he did slightly better than many of the rest of us in his

academic work. He played at sports and attended all athletic events. He was one of the gang, but we, who sat with him in the classes, sensed that he was a bit sharper than the others of us. He could always ask that more profound question. He could always get a little bit more done in his synthetic studies. He could always see the broader concept. We had a mutual respect for him. We rated him highly. He too is humble, a driving force with whom you enjoy working -- a leader, an executive. He viewed many areas of learning as part of his needed background. His vision stopped not with his narrow field of chemistry, or organic chemistry, but spread into biology, medicine, physics.

Now a few points about one other man who although a world renowned scientist, never received the coveted Nobel Award. This man had an enviable record of being able to select outstanding young people who gained the Prize. This person is Dean G.N. Lewis. As professor and dean of the School of Chemistry, University of California, he built a world wide reputation as a physical chemist.

The most important contribution that Dean Lewis made was not his contributions in science, per se, but in things related to it.

Lewis had a remarkable capacity, or an intuition, to be able to see in younger men the potentialities of leadership. The men he hired. These men he provided the space, the equipment, the assistance to develop. He created for them an environment favorable for growth. A Nobel Prize winner may be born, but without nourishment he doesn't achieve it. From the environment created by Dr. Lewis at California came three Nobel Prize winners; one of the few people in the world who can claim three Nobel Prize winners among his students.

In summary, let us agree that if we take any project of any magnitude, it is interdisciplinary in nature.

Let us agree, too, that men play an important role. No project succeeds without there being some driving force. Men constitute this driving, but it is men like the three mentioned that stand out from the rest of us. These leaders see interdisciplinary projects as part of the overall problem of learning.

## EVALUATION

## COMMENTS BY PARTICIPANTS

- I believe the idea of liberal arts approach to management development to be promising if it is balanced with the specialized training needed.
- I do not believe that equal weight should be given to technical and to liberal arts development.
- The seminar was not exactly what I expected it to be, but was what we were told it would be. It was difficult for me to conceive it would be just that.
- This has been a wonderful adventure in good fellowship and broadening the understanding in USDA in both operations and overall goals of policy.
- This has provided a stimulation for me to learn more about agriculture, its problems, and how they affect others.
- The planning was excellent. With but few exceptions the introductions to the subjects and guidance given by the "teachers" was outstanding. The same can be said about the charges they gave us.
- This has been an inspirational experience. It should serve to rekindle, stimulate and sustain a conscious awareness of the inter-relationship(s) of the diverse communities of interest each of us, as individuals, serve. Each participant should benefit profoundly from the inducement to self-examination inspired in this conference.
- To me it was very refreshing, relaxing and stimulating. It provided us an opportunity to let our minds engage in some real mental exercise of a nature different from our day to day assignments. It permitted us an opportunity to put our wits against and with those of authorities on subjects discussed.
- This has been a stimulating and profitable experience, especially for one lacking in knowledge of the programs of other USDA agencies. The topic areas were well chosen to emphasize the difficulties involved and to bring out the activities of agencies.
- This was an excellent opportunity to obtain agency appreciation and a better understanding of other programs.
- This seminar is an excellent idea. It is good to see and talk with USDA people from other states.
- The conference organizers should be commended for the high quality and level of the training program. It has provided fruitful ideas for further study and reflection.



- The rotation of the position of chairman in the discussion groups was good, however, I believe that changing the group membership daily would lead to a better understanding of agency responsibilities, and also become better acquainted with all participants.
- If material for the seminar and in fact, notices of it, could be sent out earlier, we should be better prepared for the program.
- More preliminary information is needed on the USDA and the function of the agencies, and on the topics to be discussed. A more complete schedule of the course should be sent out ahead of the seminar.
- Programs and problem assignments should have been furnished in advance to the participants, rather than being distributed upon arrival at the seminar.
- In future considerations I feel more emphasis could be given to "getting along with people", "how to influence people to do things", and "principles of teaching people."
- I would suggest that the program be arranged to avoid Sunday session.
- Suggest the session might be shortened to maintain a good climax of the conference.
- A half day set aside to tour local educational facilities would break the monotony of the sessions.
- It would appear that the Department would get more for their training dollar spent if they would concentrate more on men of 45 and under rather than have so many that are ten years or less from retirement.
- Reproduce proceedings of the session -- at least certain pertinent portions of it.
- It would be a good idea to have a group photograph.
- In my opinion, the facilities of Kellogg Center will be hard to beat.
- The conference facilities were excellent despite the difficulty with the air conditioning.
- It should be possible to live in at the Government's expense, even though you are at your duty station. This is a most unfortunate and antiquated Department rule. Like other things it needs to be up-dated. One misses the sharing of ideas in casual conversation, the chance to better learn first hand what others in the Department do.
- Mr. Spencer got his message across in an excellent manner.
- Trelogan, Dykes and Parker contributed much to the session.

- This was an excellent and well handled course.
- The opportunity to attend is greatly appreciated. Keep it going.
- The highlight of the program to me was the Thursday session. I feel sure this mental stimulus from such an outstanding group of speakers will be a lasting one to all of us.
- The Thursday session will cause a re-examination of values and give us a fresh outlook.
- The subject matter of the fourth day was too abstract for practical application in our fields of endeavor, although quite a few basic truths were brought out.
- A "look at ourselves" is okay. Perhaps what we had could be condensed into one real good crusading lecture. Then have that followed by practical exercises, or at least treated in some practical way such as: "Human Relations in Action", "How to Motivate", "What makes people tick".
- The Department might consider an executive development program that would be followed up with materials for home study.
- With large group - arrangements need to be made so that more of the group has a chance to ask questions.
- Don't feel badly if in question sessions questions are not immediately forthcoming. It's probably useful sometimes to reflect a bit before asking questions.
- In dividing into work groups don't have two participants from the same state in the same group.
- The idea of mixing different parts of the U. S. is excellent. I enjoyed being with the group from different parts of the country.
- It was a good idea not to change discussion group membership. It made one feel more free and easy to really express himself and get others to pitch in.
- A change in discussion group membership throughout the week, would have helped in getting acquainted and given more variety of information on all agencies represented.
- The discussion groups would be more meaningful if the problems assigned were less general in nature. Some of the assignments were so vague and broad that it was difficult to come to grips with them.



TALLY OF 31 QUESTIONNAIRES

The following are rated in comparison with other conferences these men have attended, where possible:

Excellent  
Good  
Average  
Poor  
Unacceptable

1. The amount of emphasis placed on orientation and getting people acquainted with each other during the conference.
2. Material sent you before the seminar.
3. The usefulness of the topic areas to top level administrators:
  - Topic I
  - Topic II
  - Topic III
  - Topic IV
4. The degree to which the speakers got their ideas across:
  - Topic I
  - Topic II
  - Topic III
  - Topic IV
5. Question and answer sessions.
6. Discussion group sessions.
7. Discussion questions.
8. Distribution of the time allotted to topics.
9. Conference facilities.
10. Planning and Programming (mechanics).
11. Reaction to assignment of roommates.
12. Living facilities.

11	15	5		
3	19	8	1	
15	9	7		
17	12	2		
16	7	7	1	
16	7	8		
15	15	1		
15	12	4		
7	18	6		
16	8	7		
10	20	1		
13	15	3		
6	15	10		
9	20	2		
28	2	1		
19	10	2		
19	7	5		
27	2	2		

THREE POEMS

By

Frederick E. Carroll

State Executive Director

Agricultural Stabilization and Conservation Service

Between the sessions, at coffee, at lunch,  
A poet amongst us pushed his "pen-with-a-punch."

His metre was true, and his words had a ring ...  
Our poet laureate of East Lansing.

So here, as he wrote them, for better or worse,  
Are copies we made of Fred Carroll's verse.

## FAMILY FARM

There's something bout a family farm  
Our country should revere,  
And put forth every effort that  
It never disappear.  
For a lad that's born neath skies of blue  
Near rollin hills of sod,  
Has a "built in" understanding  
of the handiwork of God.  
He knows the bad comes with the good  
Of famine and of feast,  
He's stayed up nights a helpin Dad  
To nurse an ailing beast.  
He knows where fishin is the best  
And where the deer might be,  
He's stood and watched a babblin brook  
A tumblin toward the sea.  
He knows what makes the land produce  
He learned by word of mouth,  
And that no fertilizer yet  
Can combat flood or drought.  
The drive of man, in quest of land  
Has made our country great,  
Let's save this source of food and men  
Before it is too late.  
As we would take a last ditch stand  
To save our land from harm  
With the same determination  
Let's preserve the family farm.

By Frederick E. Carroll

"JOHN TAYLOR"

With a flow of perfect grammar  
From deep within his soul,  
He has painted us a picture  
Of each living human's goal.

How one of our human problems  
Mirrors would the answer give  
A life that's not examined  
Is not worth the while to live.

As links in a chain suspended  
On each other we depend,  
And, without a planned objective  
We've no purpose, to an end.

By Frederick E. Carroll

## AT WEEK'S END

With sincere appreciation  
of a week of time, well spent  
Let's go home and administer  
a better Government.  
As we look deep within ourselves  
and better analyze  
The image as reflected in  
our fellow workers eyes.  
So we may better understand  
each other's misbehavior  
And not look at each other  
as a Satan or a Savior.  
We may find changes should be made  
and sometimes this takes nerve  
As time changes, so do models  
and we have a job to serve.  
So let's each bring the story home  
within our agency  
Promote the further search of man  
For our posterity.

By Frederick E. Carroll





